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ABSTRACT

This guide provides information on organizing a state volunteer hunter education association, and reviews the development and accomplishments of the Kentucky Hunter Education Association. State associations use volunteer instructors to provide programs educating hunters on good sportsmanship, honesty, citizenship, self-reliance, and prevention of hunting accidents and hunting-related accidents. State-level associations also foster cooperation and coordination between state agencies and the national Hunter Education Association. The following steps are essential when organizing a hunter education association: (1) identifying the initial organizational leadership, planning a preliminary meeting with volunteers, drafting a constitution, and designing a state association logo; (2) determining how the association will interface with the state agency responsible for its control, including transfer and expenditure of funds and ownership and control of equipment; (3) identifying the purposes, goals, and objectives of the association; (4) determining how communication between the association and its members is to be conducted; (5) securing funding for organizational meetings and achieving association goals; and (6) establishing a structure that encourages leadership at the local level to meet membership needs and association goals. Appendices include an organizational chart of the Kentucky Hunter Education Association, as well as the association logo and articles of incorporation. (LP)

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How to Organize an Effective Hunter Education Association

Hunter education is not new. Forty-five years ago Kentucky had a hunter education program. It was not called "hunter education," but the program contained elements found in the hunter education handbook. Programs during this time frame were largely state efforts. Organizations such as the National Rifle Association also made efforts to educate the hunter and sport shooter. It has only been during the past two decades that hunter education has become a coordinated multinational effort.

During the past quarter century, hunter education has evolved into an international program with a core curriculum and common goals. Under this new vision of hunter education more than twenty million students have been certified. The program boasts of some fifty-five thousand volunteer instructors in the United States, Canada, and Mexico.

The system has developed from the top down. That is, the system structure is like a pyramid that grew from the peak to the base and the base is still growing. While the top of the structure is well organized, the base is still in the process of development and organization. This lower level development is the subject of this paper.

The organization of fifty-five thousand volunteer instructors

that form the foundation of the international hunter education effort presents two separate problem areas.

1. *How should state/provincial associations be formed to meet both the needs of volunteer instructors and the agencies they represent?*
2. *What organizational changes at the Hunter Education Association level are necessary to fully merge volunteer instructors into the overall effort at the international level?*

Organization at the State/Provincial Level

In general, state/provincial hunter education programs are organized under the leadership of a single hunter education administrator and are subject to varying degrees of agency oversight and control. Volunteer instructor organizations, therefore, will necessarily vary from one agency to another on a "what is possible" basis. In light of the above, it becomes clear that a single organizational structure will not fit all states or provinces.

There are, however, a set of organizational problems that are common:

1. Identification of initial organizational leadership.
2. Determination of how the association will interface with the state/provincial agency.
3. Identification of the purposes, goals, and objectives of the association.
4. Determination of how communications between the association and its members are to be conducted.

5. Provision of funding for organizational meetings and future facilitation of association goals.

6. Establishment of an association structure including a draft constitution and by-laws (see appendix).

1. Identification of initial organizational leadership

Most organizations start with the vision of one or more individuals dedicated to filling a set of needs. In Kentucky this initial effort involved two master instructors and the state coordinator. An initial meeting was held and the following decisions were made:

A. the effort to form a state association would be made

In approaching any problem the first decision is to do something or to do nothing. This decision should not be taken lightly for it ultimately leads to an ever widening range of financial and leadership needs.

Timing is an important element in this decision. Potential membership must be large enough to sustain an organization. Also, there must be a clear cut set of needs toward which the association can work. Finally, the effort to form a state association must have the approval of the state coordinator and the overseeing agency.

B. all volunteer instructors would be informed of the process

If the association is to get off the ground, the potential membership must be informed of the effort and the reasons for the effort. This step must be undertaken by the state/provincial agency for two reasons: (1) the vehicle for communication with

the potential membership is already in place, and (2) it communicates the approval and support of that agency.

C. a draft of a constitution would be developed

A draft constitution is necessary to the foundation of any organization. The initial draft should:

1. Define the relationship between agency and the association
2. Establish the leadership structure and practices
3. Define the association's purposes and goals

At this point the services of a volunteer instructor who is also a lawyer are helpful. This is particularly important to insure that the non-profit status is established and that the association complies with laws regarding corporations in that state/province. If a lawyer is not among the volunteer instructors, it will be necessary to acquire one.

The final leadership structure of the association, working structure, membership status, and other questions will be hammered out during a constitution ratification meeting. The final form of the constitution and by-laws will be different from the initial draft, but it is better to start with a document and change or improve it than to start with nothing.

D. design a state association logo

An association logo is the first tangible evidence of the association. Once designed, it becomes a basis for pins, clothing, and other fund raising efforts.

E. a first organizational meeting with volunteer instructors

At some point in time, it will be necessary to hold a first organizational meeting with the volunteer instructors. This is a problem when the state/province covers a large area. In Kentucky this meeting was held in conjunction with the annual instructor training workshop.

2. Determination of how the association will interface with the state/provincial agency.

Interfacing the association with the agency can present some unique problems since there are legal, political, and organizational considerations.

While the volunteer instructor is joined to the state/provincial agency, in some ways there must be some legal restrictions to be taken into consideration. For example, (1) the transfer and expenditure of funds, (2) ownership and control of equipment, (3) participation in the association by employees of the agency, and (4) others. These considerations should be identified and dealt with early in the organizational process.

The political considerations are a major factor. Since an effective state association has considerable force, association stands and/or endorsements of issues should be weighed carefully. Such stands and endorsements can be made but the potential outcomes must be seriously explored.

In some cases, the potential for problems by independent actions by a state association can be perceived as an unneeded threat to the agency. Since a high degree of cooperation is needed between the agency and the association, these problems must

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be resolved before the association is organized.

Finally, the organizational structure of the association should fit well into the organization structure of the agency. There should be a system of interaction between the association's officers and committees and appropriate administrators of the agency. This give and take process is valuable in the forwarding of the goals of both groups.

3. Identification of the purposes, goals, and objectives of the association.

The purposes of the Kentucky Hunter Education Association, as stated in the Articles of Incorporation are:

To organize and form an association of persons interested in promoting Hunter and Bowhunter Education by:

1. Providing a medium for the exchange of views and experiences;
2. to foster cooperation and coordination between the Kentucky Department of Fish and Wildlife Resources, Hunter Education Instructors, Bowhunting Education Instructors, State Coordinators, and the Hunter Education Association;
3. to constantly strive to upgrade both Hunter Education and Bowhunter Education programs and instructors;
4. to cultivate the characteristics of honesty, self-discipline, self-reliance, mutual consideration, essentials of good sportsmanship, and good citizenship;
5. to promote programs to prevent hunting accidents and hunting-related accidents;
6. to uphold the image of hunting both as a legitimate tool of wildlife management and a recreational sport throughout Kentucky and beyond;
7. and, to affect the presentation and dissemination of the purposes and goals.

Examples of activities related to the above are:

** Provide equipment and training aids

** Provide leadership in instructor training

** Provide funding for a variety of projects

** Provide a political force supporting Hunter Education

** Provide a vehicle for recognizing industries and individuals who have aided hunter education in Kentucky

** Provide a forum for the discussion of ideas and issues

** Represent hunter education in other organizations

** Provide a formal structure for dealing with problems unique to the volunteer instructor

The above services, as a whole, may not fit the needs of all associations. They do, however, provide examples of services that hunter education associations can offer. Each state/province will develop its own unique set of services.

4. Determination of how communications between the association and its members is to be conducted.

An association with membership ranging over a large geographical area needs to establish a good communications network. Without good information, it becomes difficult to conduct the associations business.

Where the agency publishes a newsletter, the addition of association business is very effective. Not all volunteer instructors receiving the newsletter will be association members. By receiving association communications, non-members become aware of association activities and are more likely to join.

If there is no newsletter, the association must produce one. An organization without communications will fall apart.

Where a state association is broken into smaller units, verbal communication is possible. The ideal situation develops when verbal communication is paired with written or recorded

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information, reaching members and non-members.

5. *Providing funding for organizational meetings and future facilitation of association goals.*

No organization can survive without adequate funding. The funding needs depend upon the extent of the services to be offered. If the association thinks little, not much money is needed and dues may be enough. Where the association thinks big, fund raising projects become important.

In Kentucky, the first fund raising projects included the sale of association pins to members (blue and gold) and others (hunter orange and gold). Premium items were given with membership including an association pin and limited edition prints to Charter Members, association logo shirts were sold, and a raffle was held. These sources paid the bills the first year and provided funds for purchasing blackpowder guns to use as training aids as well as other small projects.

The association is in the process of offering a limited edition wildlife print for sale. Production costs were sponsored by a Kentucky printing company. Revenue expectations for this project are expected to net the association in excess of twenty thousand dollars.

An annual auction like the one held at the Hunter Education Association National Conference is planned at the annual hunter education workshop. This auction should produce over one thousand dollars.

A company that produces a line of logo items has been given permission to produce a catalog of Kentucky Hunter Association items. These catalogs will be given to students, instructors, and

other interested parties. A percentage of sales will be returned to the association. There is no estimate of the revenue this source will produce.

6. Establishment of an association structure including a draft constitution and by-laws.

The association structure in the draft constitution was the traditional form -- president, vice-president, secretary, treasurer, etcetera. The membership felt that such an organization leads to too much power at the top and changed the structure to allow more power at the member level.

In the final form, the structure adopted by the association placed control in eighteen directors elected from nine law enforcement districts. The directors appoint the president, vice-president, secretary, and treasurer. The above officers are nominated by the membership body at the annual meeting, and are appointed by the board. The board may remove officers for cause at any time (See Appendix I and II).

Local districts are in the process of forming district associations. This promises to be an excellent situation for it will involve more instructors in the process.

The state association will work with the individual districts and may provide block grants from the state association to fund the needs of the district instructors. This allows the money to be spent at the local level and gives this level more control in filling its individual needs.

Overview of Accomplishments to Date

The Kentucky Hunter Education Association has been in existence for a little over two years in some form or another.

Listed below are some of the association's accomplishments:

- The association presently now has approximately 150 annual members and 25 life members.
- Association sponsors have donated in excess of eight thousand dollars in equipment and other products.
- The association is growing and expanding to include district organizations
- The association is providing expenses for the president to attend the Hunter Education Association International Conference
- The association presented its first industry and individual awards for service to hunter education in Kentucky.

A study conducted by Western Kentucky University and the Kentucky Department of Fish and Wildlife Resources related to the positive and negative motivations of volunteer hunter education instructors produced a list of needs that the association is attempting to meet. The greatest of these needs, as identified by volunteer instructors, was personal liability insurance.

The Commonwealth of Kentucky is prohibited from purchasing insurance under the Sovereign Immunity section of the Constitution. The association moved to correct this situation. The association now provides $500,000 of personal liability insurance to association members under a plan with the National Rifle Association of America.

Another negative in the study was the need for more instructional materials. The association has provided blackpowder firearms to help fill this need.

What has been accomplished is a product of the vision and labor of a number of association members and excellent cooperation from the Kentucky Department of Fish and Wildlife Resources. With

the projected increase in revenue from some ongoing projects. It is hard to project just where this association will be even five years from now.

Into The Future

As hunter education becomes better organized its relationship with the Hunter Education Association will need to change. Change has already taken place with the election of three Executive Board Members representing volunteer instructors.

At the beginning of this paper, two problem areas were offered. This section will deal with the second of these.

2. ***What organizational changes at the Hunter Education Association level are necessary to fully merge volunteer instructors into the overall effort at the international level?***

The Hunter Education Association recognizes both the need for and the value of bringing the volunteer instructors into the international organization. In fact, some first steps have been taken. In the authors' view, total integration of volunteer instructors is not feasible at this time. The development of state/provincial associations is the answer to a complete merger.

What Action is Needed Now?

The following are some actions that the Hunter Education Association can take at this time to aid the integration process:

1. Create a new class of membership called "INSTRUCTOR MEMBER". This new membership separates the volunteer instructor into a class of membership that will allow for necessary future change in the way executive board members

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are elected. It will also give volunteer and professional instructors a special status in the international organization.

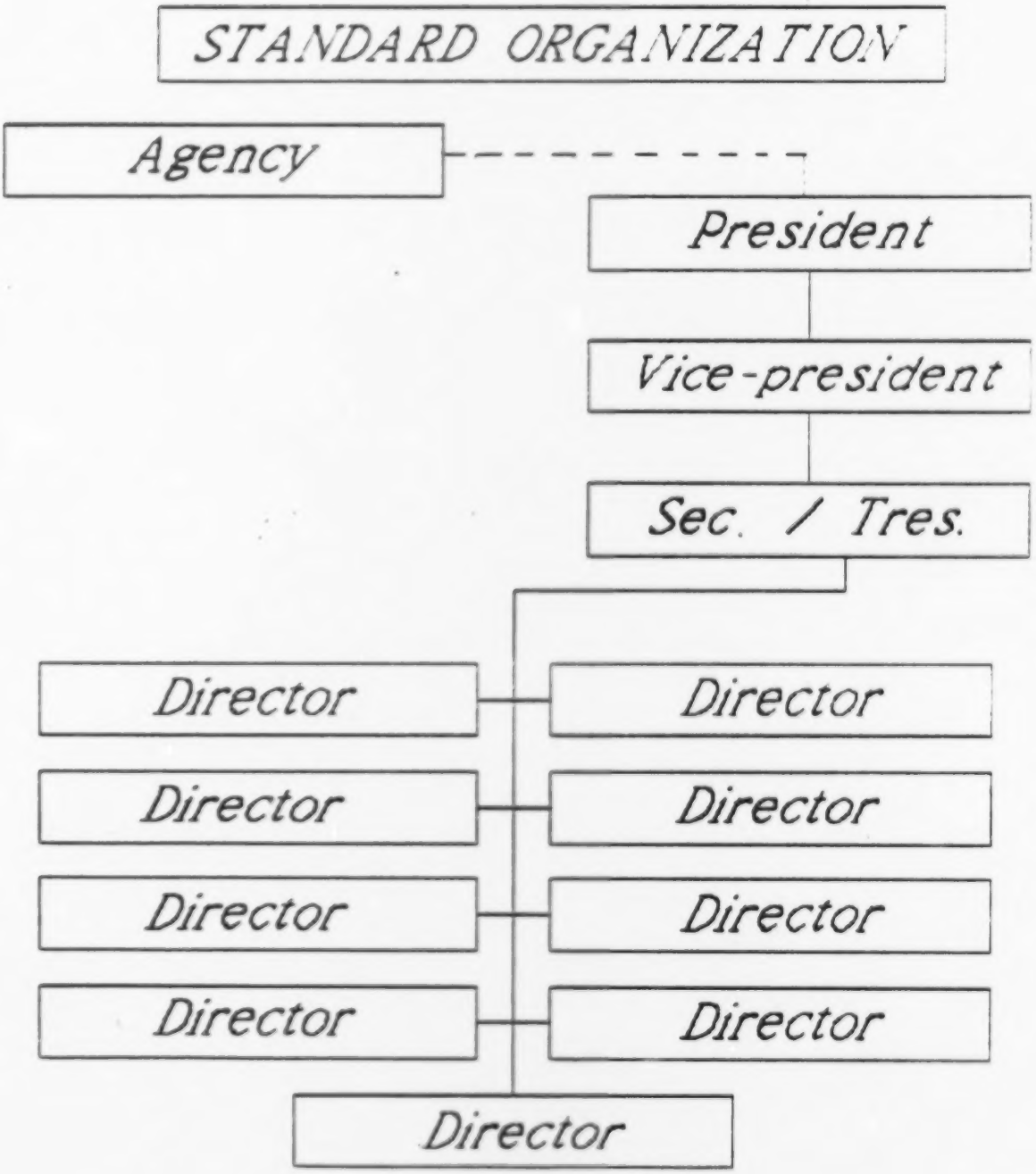
2. Provisions should be made whereby state associations are affiliated with the Hunter Education Association. This affiliation should include an affiliation fee.
3. A Volunteer Instructor Committee should be formed and co-chaired by the three Instructor Members of the Executive Board. The committee should be made up of delegates from affiliated state associations.
4. A Volunteer Instructor Section should be established.
5. Programming could be provided for members and delegates at the Annual Conference.

What About the Future?

When most of the state/provinces have organized state associations, Volunteer Executive Board Members can be elected by the delegates from state associations at the Annual Conference. It is also possible that the state associations could provide an expense account for these board members for administrative costs and travel within their regions.

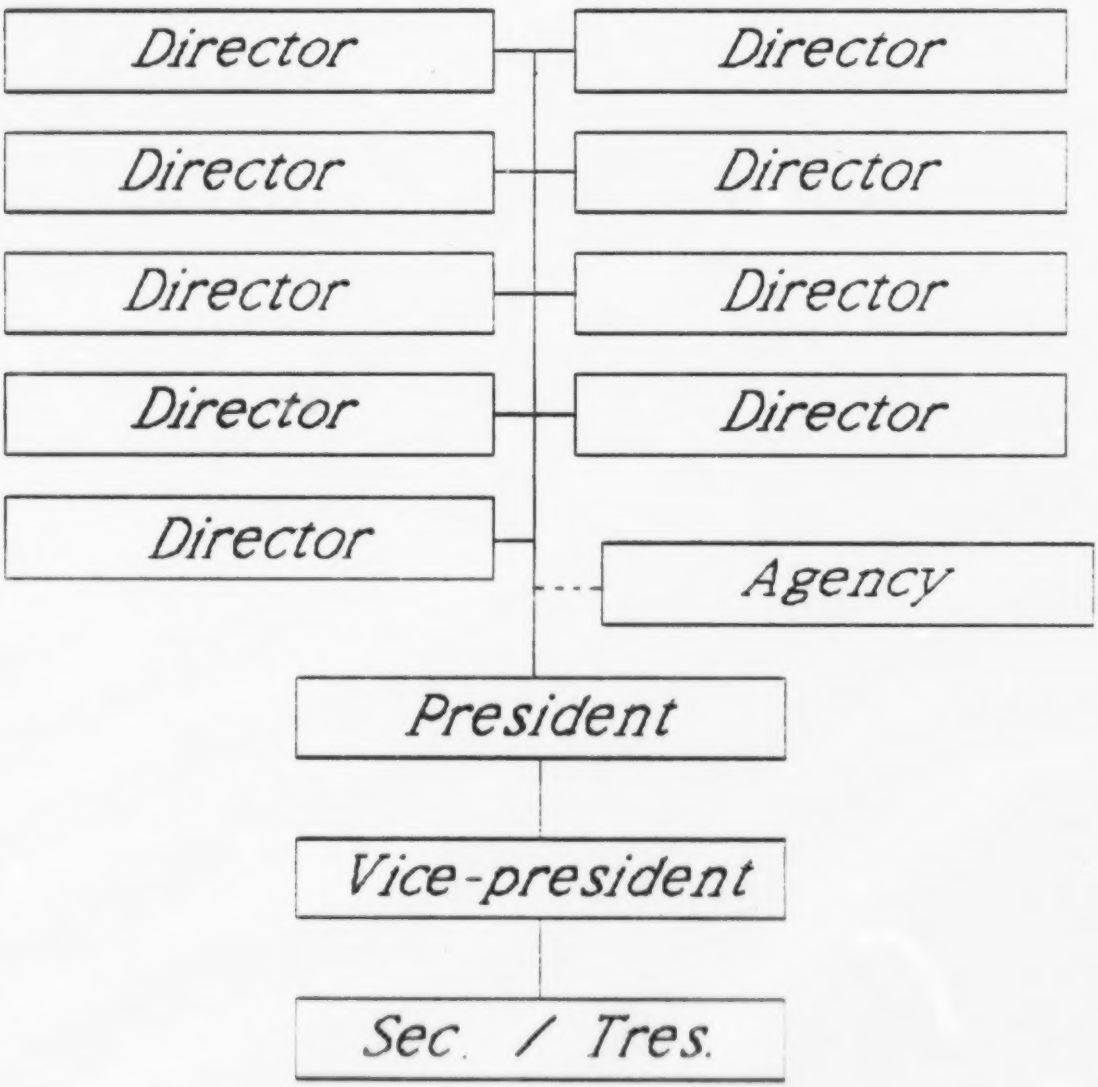
APPENDICES

APPENDIX I


STANDARD ORGANIZATION
Agency
President
Vice-president
Sec. / Tres.
Director
Director
Director
Director
Director
Director
Director
Director
Director

APPENDIX II

KHEA ORGANIZATION



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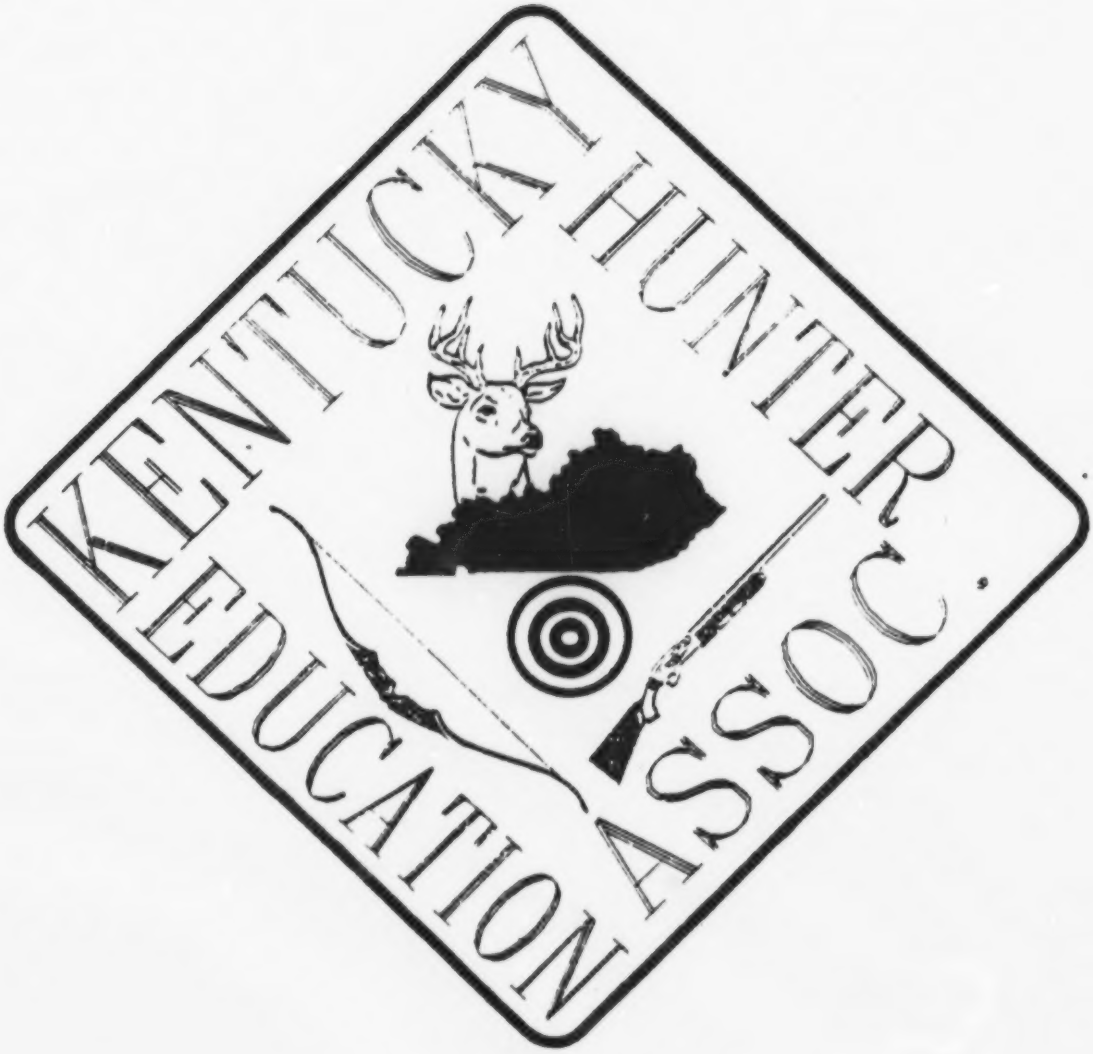
APPENDIX III



APPENDIX IV

Articles of Incorporation

Kentucky Hunter Education Association, Inc.

ARTICLES OF INCORPORATION

OF

KENTUCKY HUNTER EDUCATION ASSOCIATION, INC.

KNOW ALL MEN BY THESE PRESENTS:

The undersigned, being a natural person over the age of eighteen (18) years, desiring to form a nonstock corporation, not for profit, pursuant to the Kentucky Nonstock Nonprofit Corporation Act, Chapters 273.171 et seq., of the Kentucky Revised Statues hereby adopt the following Articles of Incorporation:

ARTICLE I.

The name of the corporation shall be KENTUCKY HUNTER EDUCATION ASSOCIATION, INC., and as such shall constitute a body politic and corporate with perpetual succession, and by that name it may contract and be contracted with, sue and be sued, adopt a corporate seal and alter the same at pleasure; provided, however, the presence or absence of a corporate seal on or from a writing shall neither add to nor detract from the legality thereof or affect its validity in any manner or respect; and continue the business of the corporation in perpetuity.

ARTICLE II.

The purpose or purposes for which the corporation is organized are to organize and form an association of persons interested in promoting Hunter and

Bowhunter Education by providing a medium for the exchange or views and experiences; to foster cooperation and coordination between the Kentucky Department of Fish and Wildlife Resources, Hunter Education Instructors, Bowhunter Education Instructors, State Coordinators, and the Hunter Education Association; to constantly strive to upgrade both Hunter and Bowhunter Education Programs and instructors; to cultivate the characteristics of honesty, self-discipline, self-reliance, mutual consideration, essentials of good sportsmanship, and good citizenship; to promote programs to prevent hunting accidents and hunting-related accidents; to uphold the image of hunting both as a legitimate tool of wildlife management and a recreational sport throughout Kentucky and beyond; and, to affect the presentation and dissemination of the purpose and goals.

To do and engage in any and all other lawful activities that may be incidental or reasonably necessary to any of the foregoing purposes, and to have and exercise all other powers and authority now and hereafter conferred upon charitable, and educational corporations under laws of the Commonwealth of Kentucky consistent with these articles and the bylaws of the corporation.

PROVIDED that in all events and under all circumstances the following provisions shall apply:

(a) This corporation shall not have or exercise any power or authority either expressly, by interpretation or by operation of law, nor shall it directly or indirectly engage in any activity, which would prevent this corporation from qualifying and continuing to qualify as a corporation described in Section 501 (c) (3) of the United States Internal Revenue Code of 1954, contributions to which are deductible for income tax purposes; and,

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(b) Neither the whole, nor any part or portion, of the assets or net earnings of this corporation shall be used, nor the corporation ever be organized or operated, for purposes which are not exclusively charitable, or educational within the meaning of said Section 501 (c) (3) of the Internal Revenue Code, but the powers and purposes of this corporation shall at all times be so construed and limited as to enable this corporation to qualify as a corporation organized and existing under the provisions of the Kentucky Revised Statues as amended from time to time.

ARTICLE III.

This Corporation shall not discriminate according to race, color, creed, sex, age, national origin, or religion.

ARTICLE IV.

The address of the corporation's registered and principal office is:

1509 Optimist Road

Lebanon Jct, KY 40150

The corporation may establish branch offices at such other place or places as it may hereafter designate.

ARTICLE V.

The name and address of the incorporator is as follows:

Richard McQuillen
1509 Optimist Road
Lebanon Jct, KY 40150

The name and address of the process agent is as follows:

Richard McQuillen
1509 Optimist Road
Lebanon Jct, KY 40150

ARTICLE VI.

The duration of the corporation shall be perpetual or until dissolved or terminated in a manner prescribed by law.

ARTICLE VII.

The governing body of the corporation shall be a Board of Directors consisting of two Hunter Education Instructors from each of the Districts of the Fish & Wildlife Resource Law Enforcement Districts. The qualifications of members and the terms of office and means of election of Directors and Officers of the corporation shall be established and prescribed by appropriate bylaws of the corporation.

The initial Board of Directors:

Roger LaPointe
2105 Ben Ali Road
Louisville, KY 40223

Joe Coomes
1621 Booth Avenue
Owensboro, KY 42301

Weston Edwards
2155 Davis Mill Road
Trenton, KY 42286

Bill Ridley
9707 Hudson Lane #4
Louisville, KY 40291

David Oerther
874 Clarks Lane
Louisville, KY 40217

David Cowherd
630 Friendship Road
Campbellsville, KY 42718

Byron Wayne Van Arsdale
106 Penich Avenue
Greensburg, KY 42743

Lon Smith
1516 Kawanaugh Ct.
Covington, KY 41011

Ron Tolen
201 McCormick Drive
Winchester, KY 40391

Bill Hayes
1905 Miracle Genkey Road
Stanford, KY 40484

Douglas Blackburn
P.O. Box 1397
Prestonsburg, KY 41653

Carl C. Maynard
999 Zebulon Hwy.
Pikeville, KY 41501

Joe Salyers
8136 Marsh Hill Ct.
Ashland, KY 41101

Denver Hyatt
Bellefonte Road
Box 57A
Raceland, KY 41169

Jerry Miniard
General Delivery
Baxter, KY 40806

Jim Crowe
Rt. 7, Box 353
Somerset, KY 42501

none of whom are less than eighteen, shall serve as Directors until the first meeting called to elect Directors.

ARTICLE VIII.

The affairs of this corporation shall be managed by the Board of Directors and by such Officers and agents as the Board of Directors may appoint in the manner as shall be prescribed in the bylaws of the corporation. The Directors and Officers shall hold their offices for one year or for such other period as the bylaws shall determine and until their successors are duly elected and qualified. The powers of the Directors and Officers are exercisable solely in a manner consistent with, and in furtherance of, the charitable, and educational purposes of the corporation, as set out in ARTICLE II, and not otherwise.

ARTICLE IX.

This corporation shall not afford pecuniary gain or profit, directly or indirectly, to its members, Directors, or Officers, and no compensation or payment shall be paid or made to any member, Director, Officer, creature or

organizer of this corporation, or substantial contributor to it, except as a reasonable allowance for actual expenditures or services actually made or rendered to or for the corporation, and no part of the assets or net earnings, current or accumulated, of the corporation shall ever be distributed to or divided among any such persons, or be used for, accrue to, or inure to the benefit of any member, Director or Officer of the corporation or any private individual within the meaning of said Section 501 (c) (3) of the Internal Revenue Code of 1954.

ARTICLE X.

The members, Directors and Officers of the corporation shall in no way be held personally liable or responsible for acts done or left undone by the corporation, nor shall their property be subject to any claim as the result of corporate action; and should the members, Directors or Officers be held personally responsible or liable for any action taken by the corporation or any of its officers or agents, then the corporation shall indemnify them and save them harmless from loss resulting therefrom.

ARTICLE XI.

The Board of Directors of the corporation shall adopt and establish those bylaws, rules, regulations, procedural mechanisms, and policies necessary for

the management of its affairs and shall, pursuant to the applicable statutes of the Commonwealth, amend these Articles of Incorporation, those bylaws, rules, regulations, procedural mechanisms, and policies necessary for the management of its affairs.

ARTICLE XII.

The Articles of Incorporation may be amended in a manner provided by law upon the affirmative vote of two-thirds of the members of the corporation present at a meeting expressly called for such purpose after being given thirty (30) days written notice of the meeting.

ARTICLE XIII.

MEMBERSHIP

SECTION 1. Voting membership in the Association shall be limited to members who are Hunter Education Instructors recognized by the State of Kentucky and are in good standing with the corporation.

SECTION 2. Other memberships, non-voting, may be granted in accordance with bylaws adopted by the corporation.

ARTICLE XIV.

SECTION 1. Meetings of the corporation shall be held at least annually.

SECTION 2. Corporate special meetings may be held as provided in the bylaws.

SECTION 3. No annual corporate meeting shall be held unless there is written notice of at least 30 days to all voting members giving the time and place of the meeting.

ARTICLE XV.

OFFICERS

SECTION 1. Officers of the corporation shall consist of those set out in the bylaws.

ARTICLE XVI.

In the event this corporation should be dissolved, all property and assets of every kind and nature shall be conveyed to and transferred to the Hunter Education division department of the State of Kentucky. No part of the net earnings of the corporation, nor any profit derived from the sale and dissolution of its assets and property, shall inure to the benefit of any private person or individual.

_____

Richard McQuillen

STATE OF KENTUCKY

COUNTY OF _____

SUBSCRIBED, SWORN to and acknowledged before me by Richard McQuillen on this the _____ day of _____, 1991.

My Commission Expires: _____

_____

Notary Public

THIS INSTRUMENT PREPARED BY:

_____

Johnnie L. Turner
FORESTER, BUTTERMORE, TURNER
& LAWSON, P.S.C.
P.O. Box 935
Harlan, KY 40831-0935
(606) 573-7000

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